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**RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND  
WORKLOAD TOWARDS JOB PERFORMANCE AMONG PRIMARY  
SCHOOL TEACHERS IN MATA AYER, PERLIS**

**By**



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**UUM**  
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**Thesis submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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in Partial Fulfillment of the Requirement for the Master of Science  
(Management)**



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## ABSTRACT

Nowadays, teachers claimed that there are suffering stress in doing their job. Teachers also claimed that they have a high workload in their job because of the new policy that being implemented by the government. The purpose of this research is to examine the relationship between emotional intelligence and workload towards job performance among primary school teachers in Mata Ayer, Perlis. A total of 84 teachers are participated in the study. The questionnaire 27 items that have used five-point Likert scale. Researcher use Statistics Package for Social Science (SPSS) version 25 for analyses the data from the questionnaires. The obtained data were analyzed using descriptive analysis and multiple regression. The results showed that emotional intelligence have a positive and significant relationship towards job performance. Meanwhile, workload was found did not have significant relationship towards job performance. In order to achieve high job performance, emotional intelligence skills need to be developed and improved by teachers through consistent and systematic approach. Lastly, limitations of the study and suggestions for future research were also highlighted in the study.

**Keyword:** Emotional intelligence, workload, job performance, primary school teachers.

## ABSTRAK

Pada masa kini, guru mendakwa bahawa mereka mengalami tekanan dalam melakukan tugas mereka. Guru juga mendakwa bahawa mereka mempunyai beban kerja yang tinggi dalam pekerjaan mereka kerana dasar baru yang dilaksanakan oleh kerajaan. Tujuan kajian ini adalah untuk mengkaji hubungan antara kecerdasan emosi dan beban kerja terhadap prestasi kerja di kalangan guru-guru sekolah rendah di Mata Ayer, Perlis. Seramai 84 guru telah mengambil bahagian dalam kajian ini. Borang soal selidik tersebut mempunyai 27 item yang telah menggunakan lima mata skala Likert. Penyelidik menggunakan Statistik Pakej untuk Sosial Sains (SPSS) versi 25 untuk menganalisa data dari borang soal selidik. Data yang diperolehi dianalisis dengan menggunakan analisis deskriptif dan regresi pelbagai. Keputusan kajian menunjukkan bahawa kecerdasan emosi mempunyai hubungan yang positif dan signifikan terhadap prestasi kerja. Manakala, beban kerja didapati tidak mempunyai hubungan yang signifikan terhadap prestasi kerja. Untuk mencapai prestasi kerja yang tinggi, kemahiran kecerdasan emosi perlu dibangunkan dan ditingkatkan oleh guru melalui pendekatan yang konsisten dan sistematik. Akhir sekali, batasan kajian dan cadangan kajian juga telah diketengahkan.

**Kata kunci:** Kecerdasan Emosi, beban kerja, prestasi kerja, guru sekolah rendah

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## **LIST OF ABBREVIATION**

MOE	Ministry of Education
JPN	Jabatan Pendidikan Negeri
NUTP	National Union of the Teaching Profession
PBD	Pentaksiran Bilik Darjah
UPSR	Ujian Penilaian Sekolah Rendah
SK	Sekolah Kebangsaan
WLEIS	Wong and Law Emotional Intelligence Scale



# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of study, problem statement, research question, research objective, scope of the study and significance of the research.

### **1.1 Background of Study**

Teachers is noble job that do pass knowledge to every generation for their benefit in the incoming future. Mostly younger generation are the most who earn their knowledge through teachers. Teachers can give knowledge to student inside and outside of the classroom. Inside the classroom, teachers will be prepared courses and lessons for teaching according to the syllabus and the level of their respective students. Furthermore, teachers marking the homework and exam paper then later give mark to the student for the purpose of development and progress of the student (Som & Haron, 2017).

Outside classroom, teachers can be a role model to the students. Teachers can be person that students will make an inspiration. Teachers also can give advice about future careers and others information that is out of syllabus (Yee, 2017). For instances, current

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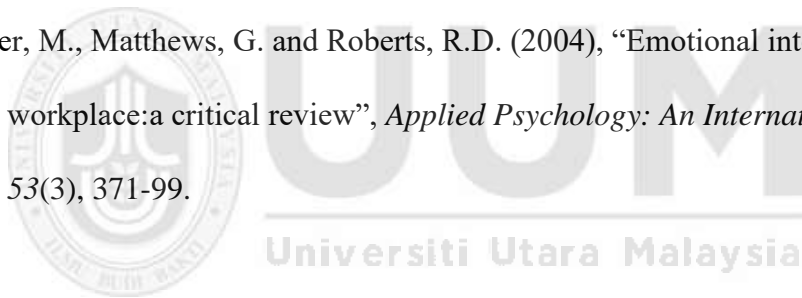
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## **APPENDICES**

### **Appendix A: Questionnaire**



## **QUESTIONNAIRE**

Dear respondent,

Congratulations, you have been chosen to participate in this study where all the responses and views are going to be very important to the objective of this research. I am Master of Science Management student from Universiti Utara Malaysia. I am currently doing research about emotional intelligence and workload towards job performance. The purpose of the research survey is to investigate the relationship between emotional intelligence and workload towards job performance. I humbly ask permission to use the data given to me to complete my research. Therefore, information provides by you will be treated as private and confidential and will be used for research purposes only. Thank you for your time, cooperation and attention.

From:

Nabil Fikri Bin Abdullah (824489)

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

## SECTION A: Demographic profile of the respondents

For each question please place [ ☐ ] in the boxes where appropriate or fill in the details in the space provided

Gender	Male [ <input type="checkbox"/> ] Female [ <input type="checkbox"/> ]
Age:	21 – 25 [ <input type="checkbox"/> ] 26 – 30 [ <input type="checkbox"/> ] 31 – 35 [ <input type="checkbox"/> ] 36 – 40 [ <input type="checkbox"/> ] 41 – 45 [ <input type="checkbox"/> ] 46 – 50 [ <input type="checkbox"/> ] 51 and above [ <input type="checkbox"/> ]
Ethnicity	Malay [ <input type="checkbox"/> ] Chinese [ <input type="checkbox"/> ] Indian [ <input type="checkbox"/> ]
Marital status	Single [ <input type="checkbox"/> ] married [ <input type="checkbox"/> ] divorce [ <input type="checkbox"/> ]
Level of education:	Diploma [ <input type="checkbox"/> ] Degree [ <input type="checkbox"/> ] Master [ <input type="checkbox"/> ] PhD [ <input type="checkbox"/> ]
Income range	RM 1000 – RM 3000 [ <input type="checkbox"/> ] RM 3001 – RM 5000 [ <input type="checkbox"/> ] RM 5001 – RM 7000 [ <input type="checkbox"/> ] RM 7001 – RM 9000 [ <input type="checkbox"/> ] RM 9001 and above [ <input type="checkbox"/> ]

## SECTION B: EMOTIONAL INTELLIGENCE

Instructions: Please place [ √ ] only ONE answer which is appropriate for each statement below.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Questions		1	2	3	4	5
1.	I have a good sense of why I have certain feelings most of the time.					
2.	I have good understanding of my own emotions.					
3.	I really understand what I feel.					
4.	I always know whether or not I am happy.					
5.	I always know my friends' emotions from their behavior.					
6.	I am a good observer of others' emotions.					
7.	I am sensitive to the feelings and emotions of others.					
8.	I have good understanding of the emotions of people around me.					
9.	I always set goals for myself and then try my best to achieve them.					
10.	I always tell myself I am a competent person.					
11.	I am a self-motivating person.					
12.	I would always encourage myself to try my best.					
13.	I am able to control my temper so that I can handle difficulties rationally.					
14.	I am quite capable of controlling my own emotions.					
15.	I can always calm down quickly when I am very angry.					



Questions		1	2	3	4	5
16	I have good control of my own emotions.					



## SECTION C: WORKLOAD

Read each statement carefully and decide if you ever feel this way about your job. Then, indicate how strong the feeling is by indicating the appropriate rating on the 5-point scale.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Questions		1	2	3	4	5
1.	There is little time to prepare for my lessons					
2.	There is too much work to do.					
3.	The pace of the school day is too fast					
4.	My caseload is too big					
5.	My personal priorities are being short-changed due to time demands					
6.	There is too much administrative paperwork in my job.					

## SECTION D: JOB PERFORMANCE

Based on the element on Borang Autokira Markah PBPPP 2018, please self-evaluate your job performance.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Questions		1	2	3	4	5
1.	I know how to carry out my job					
2.	I maintain good record of attendance in this organization					
3.	I can carry out assigned duties effectively					
4.	I take appropriate actions on problem as necessary					
5.	I make good use of resources in this organization					

End of questionnaire.  
Thank you for your cooperation and consideration.

## Appendix B: Frequencies Statistics of Respondents Profile

<b>gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	35	41.7	41.7	41.7
	female	49	58.3	58.3	100.0
	Total	84	100.0	100.0	

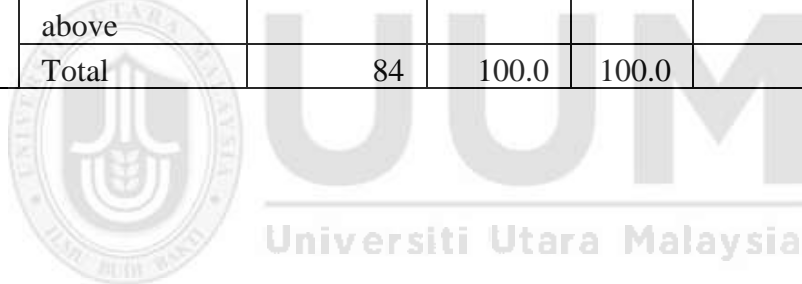
<b>age</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 25	2	2.4	2.4	2.4
	26 - 30	15	17.9	17.9	20.2
	31 - 35	14	16.7	16.7	36.9
	36 - 40	22	26.2	26.2	63.1
	41 - 45	8	9.5	9.5	72.6
	46 - 50	13	15.5	15.5	88.1
	51 and above	10	11.9	11.9	100.0
	Total	84	100.0	100.0	

<b>ethnicity</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	84	100.0	100.0	100.0

<b>status</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	7	8.3	8.3	8.3
	married	77	91.7	91.7	100.0
	Total	84	100.0	100.0	

level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	11	13.1	13.1	13.1
	degree	66	78.6	78.6	91.7
	master	7	8.3	8.3	100.0
	Total	84	100.0	100.0	

income range					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1000 - 3000	3	3.6	3.6	3.6
	3001 -5000	33	39.3	39.3	42.9
	5001 - 7000	33	39.3	39.3	82.1
	7001 - 9000	8	9.5	9.5	91.7
	9001 and above	7	8.3	8.3	100.0
	Total	84	100.0	100.0	



## Appendix C: Reliability Analysis of Variables

### **Cronbach alpha pilot test on emotional intelligence item**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.898	16

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
I have a good sense of why I have certain feelings most of the time	3.7750	.89120	40
I have good understanding of my own emotions	3.9500	.71432	40
I really understand what I feel	3.9250	.91672	40
I always know whether or not I am happy	4.1500	.80224	40
I always know my friends' emotions from their behavior	3.7250	.78406	40
I am a good observer of others' emotions	3.8500	.86380	40
I am sensitive to the feelings and emotions of others	3.7500	.74248	40
I have good understanding of the emotions of people around me	3.8250	.78078	40
I always set goals for myself and then try my best to achieve them	3.8750	.75744	40

I always tell myself I am a competent person	3.8500	.73554	40
I am a self-motivating person	3.9000	.77790	40
I would always encourage myself to try my best	4.0500	.74936	40
I am able to control my temper so that I can handle difficulties	3.8000	.79097	40
I am quite capable of controlling my own emotions.	3.6500	.69982	40
I can always calm down quickly when I am very angry.	3.3500	.92126	40
I have good control of my own emotions	3.8500	.76962	40

**Cronbach alpha pilot test on workload item**

Reliability Statistics	
Cronbach's Alpha	N of Items
.905	6

Item Statistics			
	Mean	Std. Deviation	N
There is little time to prepare for my lessons/responsibilities	3.9250	.85896	40
There is too much work to do	4.0000	.96077	40
The pace of the day is too fast	4.0750	.85896	40

My job scope is too big	3.8750	.88252	40
My personal priorities are being short-changed due to time demands	4.0000	.78446	40
There is too much administrative paperwork in my job.	3.6500	1.05125	40

**Cronbach alpha pilot test on job performance item**

Reliability Statistics	
Cronbach's Alpha	N of Items
.870	5

Item Statistics			
	Mean	Std. Deviation	N
i make good use of time and resources in this organization	3.8500	.80224	40
i take appropriate actions on problem as necessary	3.7750	.69752	40
i can carry out assigned duties effectively and efficiently	3.9000	.77790	40
I maintain good record of attendance in this organization	4.0000	.87706	40
I understand my job and how to carry it out	4.0000	.78446	40



### **Reliability analysis emotional intelligence**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.846	16

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
I have a good sense of why I have certain feelings most of the time	3.8571	.76273	84
I have good understanding of my own emotions	4.0238	.67621	84
I really understand what I feel	4.0595	.78158	84
I always know whether or not I am happy	4.1548	.71967	84
I always know my friends' emotions from their behavior	3.7024	.70761	84
I am a good observer of others' emotions	3.7619	.73827	84
I am sensitive to the feelings and emotions of others	3.7381	.66076	84
I have good understanding of the emotions of people around me	3.7262	.73388	84
I always set goals for myself and then try my best to achieve them	3.9167	.62495	84

I always tell myself I am a competent person	3.8452	.66756	84
I am a self-motivating person	3.8690	.78816	84
I would always encourage myself to try my best	4.0833	.66239	84
I am able to control my temper so that I can handle difficulties	3.7857	.76160	84
I am quite capable of controlling my own emotions.	3.6548	.70273	84
I can always calm down quickly when I am very angry.	3.4762	.87090	84
I have good control of my own emotions	3.7857	.76160	84

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have a good sense of why I have certain feelings most of the time	57.5833	39.041	.159	.854
I have good understanding of my own emotions	57.4167	36.005	.577	.832
I really understand what I feel	57.3810	35.684	.519	.835
I always know whether or not I am happy	57.2857	35.098	.648	.828
I always know my friends' emotions from their behavior	57.7381	38.220	.277	.847

I am a good observer of others' emotions	57.6786	37.233	.373	.843
I am sensitive to the feelings and emotions of others	57.7024	36.983	.463	.838
I have good understanding of the emotions of people around me	57.7143	38.086	.278	.848
I always set goals for myself and then try my best to achieve them	57.5238	36.204	.604	.832
I always tell myself I am a competent person	57.5952	36.557	.513	.835
I am a self-motivating person	57.5714	36.079	.469	.838
I would always encourage myself to try my best	57.3571	36.184	.567	.833
I am able to control my temper so that I can handle difficulties	57.6548	35.964	.503	.836
I am quite capable of controlling my own emotions.	57.7857	35.351	.634	.829
I can always calm down quickly when I am very angry.	57.9643	36.975	.322	.847
I have good control of my own emotions	57.6548	34.807	.640	.828

### **Reliability analysis workload**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.859	6

Item Statistics			
	Mean	Std. Deviation	N
There is little time to prepare for my lessons/responsibilities	3.6667	.81156	84
There is too much work to do	3.8690	.83276	84
The pace of the day is too fast	3.8690	.81816	84
My job scope is too big	3.7262	.84099	84
My personal priorities are being short-changed due to time demands	3.7857	.77726	84
There is too much administrative paperwork in my job.	3.6548	.89838	84

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
There is little time to prepare for my lessons/responsibilities	18.9048	11.244	.493	.863
There is too much work to do	18.7024	9.922	.757	.816
The pace of the day is too fast	18.7024	9.995	.758	.816
My job scope is too big	18.8452	10.446	.631	.839
My personal priorities are being	18.7857	10.411	.712	.825

short-changed due to time demands				
There is too much administrative paperwork in my job.	18.9167	10.463	.570	.852

### **Reliability analysis job performance**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.807	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
I understand my job and how to carry it out	4.0714	.59689	84
I maintain good record of attendance in this organization	4.0357	.78305	84
i can carry out assigned duties effectively and efficiently	3.8690	.61663	84
i take appropriate actions on problem as necessary	3.7976	.57623	84
i make good use of time and resources in this organization	3.8095	.66724	84

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

I understand my job and how to carry it out	15.5119	3.964	.709	.738
I maintain good record of attendance in this organization	15.5476	3.962	.459	.824
i can carry out assigned duties effectively and efficiently	15.7143	3.990	.664	.750
i take appropriate actions on problem as necessary	15.7857	4.122	.663	.753
i make good use of time and resources in this organization	15.7738	4.105	.538	.787



Appendix D: Descriptive Analysis of Variables (Mean and Standard Deviation)

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Emotional_intelligence	84	1.63	4.50	3.8400	.40088
Workload	84	1.67	5.00	3.7619	.63651
Job_Performance	84	1.00	5.00	3.9167	.49010
Valid N (listwise)	84				



# Appendix E: Multiple Regression Analysis of Variables

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 <sup>a</sup>	.409	.395	.38132
a. Predictors: (Constant), Workload, Emotional_intelligence				

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.159	2	4.080	28.057	.000 <sup>b</sup>
	Residual	11.778	81	.145		
	Total	19.937	83			
a. Dependent Variable: Job_Performance						
b. Predictors: (Constant), Workload, Emotional_intelligence						

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.885	.409		2.165	.033
	Emotional_intelligence	.651	.118	.533	5.505	.000
	Workload	.141	.075	.183	1.896	.062
a. Dependent Variable: Job_Performance						